

Leadership versus Management

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Structure of the Presentation

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- ✓ Differences between Leadership and Management.
 - ✓ Overview
 - ✓ Leadership and Management Theories
 - ✓ Leadership and Management Styles
- ✓ Overlaps in Leadership and Management
- ✓ Case Studies
 - ✓ Leadership
 - ✓ Management
- ✓ Summary and Conclusion





What is Leadership and Management?

"Leadership is a function of knowing yourself, having a **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential."

Bennis (2003, cited in Emiliani, 2007, p. 34)

"Management is the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals efficiently and effectively."

Jones and George (2016)



Differences between Leadership and Management

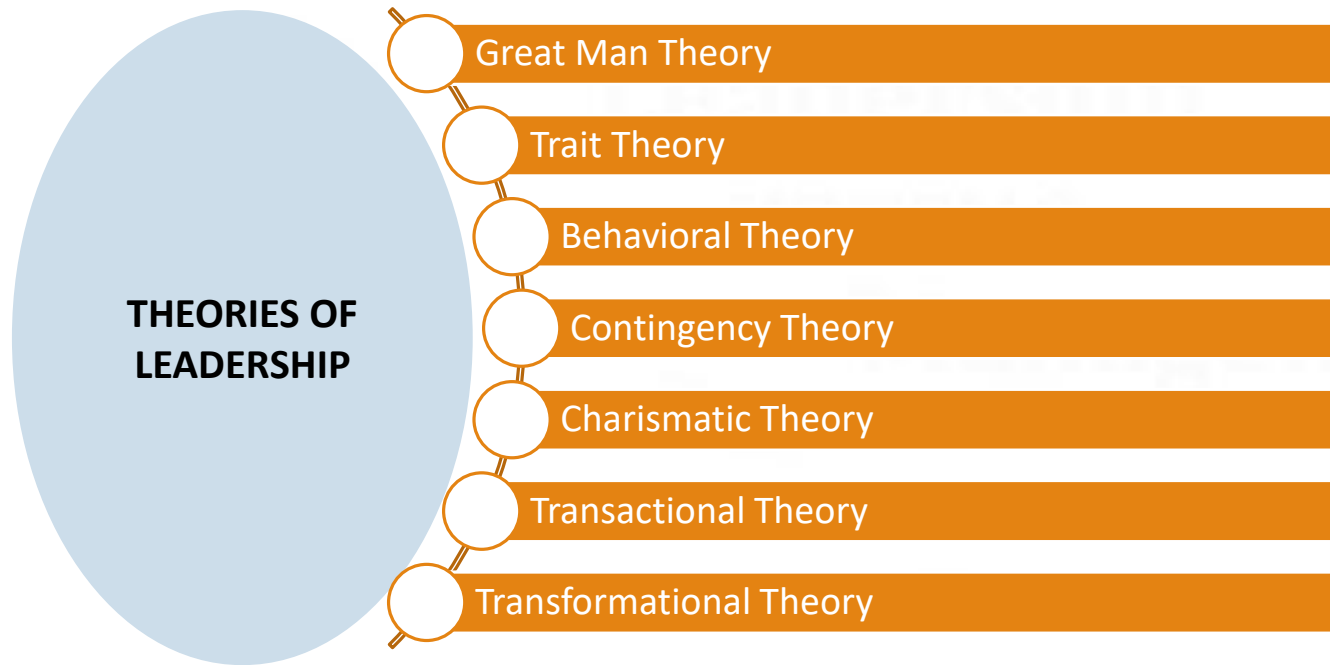
A. Aspects

	Leadership	Management
Vision	Direction and develop the vision	Plans and Budgets
Environment	Trust-based	Control
Focus	Future	Mostly present
Communication	Open and Honest	Need-to-know
Function	Flexible/ Adaptive to changes	Consistency



Differences between Leadership and Management

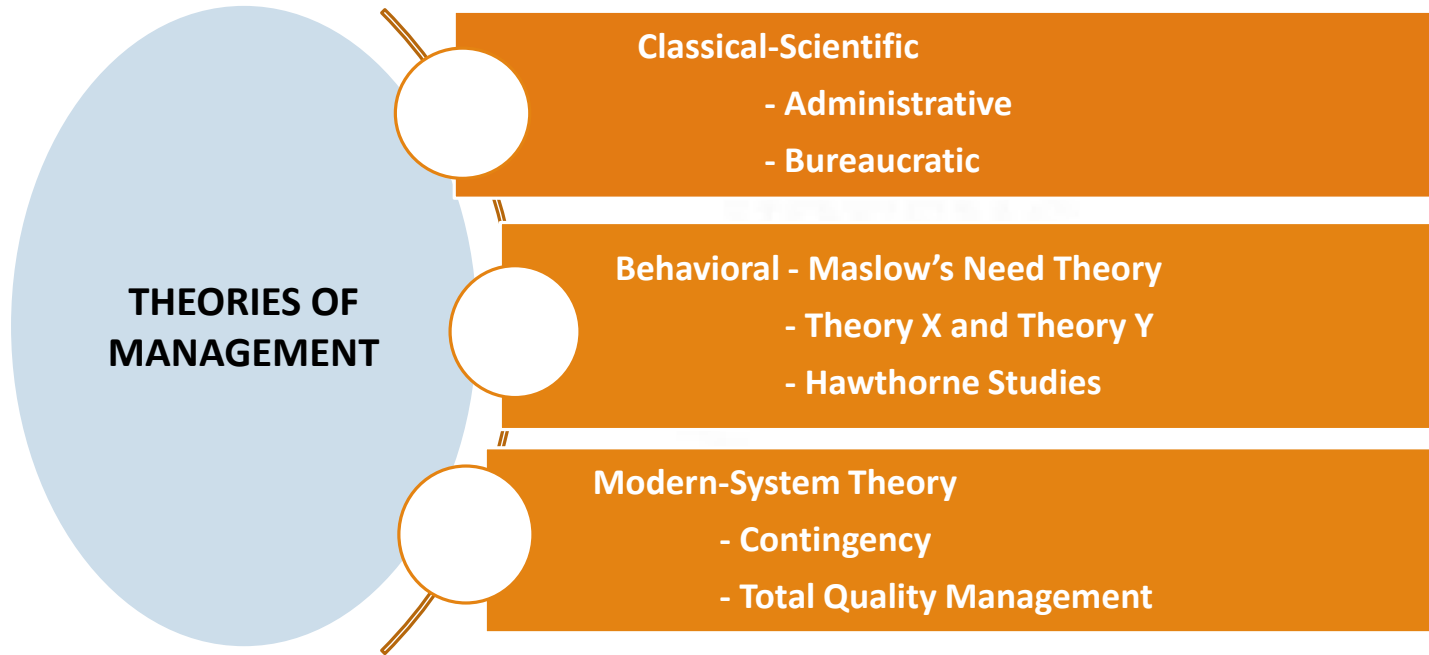
- Theories of Leadership





Differences between Leadership and Management

- Theories of Management



Leadership and Management Styles

Leadership Styles

- ✓ Autocratic
- ✓ Bureaucratic
- ✓ Democratic
- ✓ Laissez-Faire
- ✓ Transformational
- ✓ Transactional
- ✓ Dictatorial
- ✓ Non – participative

Common styles between L&M

- ✓ Autocratic
- ✓ Democratic
- ✓ Laissez Faire
- ✓ Effort-based
- ✓ Participative

Management Styles

- ✓ Authoritative
- ✓ Democratic
- ✓ Strategic
- ✓ Dictatorial
- ✓ Laissez-faire
- ✓ Participative
- ✓ Extroverted
- ✓ Effort-based



Leadership and Management Styles Continuation

Authoritarian / Autocratic

- Little or no input from group members
- Leaders make almost all of the decisions
- Group leaders dictate all the work methods and processes

For example Amazon Inc

Democratic / Participative

- Group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions.
- Members of the group feel more engaged in the process.

For example, Twitter, Inc

Delegative / Laissez Faire

- Very little guidance from leaders
- Complete freedom for followers to make decisions
- Group members are expected to solve problems on their own.

For example. Google Inc

Transformational

- Develop a challenging and attractive vision, together with the employees.
- Tie the vision to a strategy for its achievement.
- Develop the vision, specify and translate it to actions.

For example, Steve Jobs

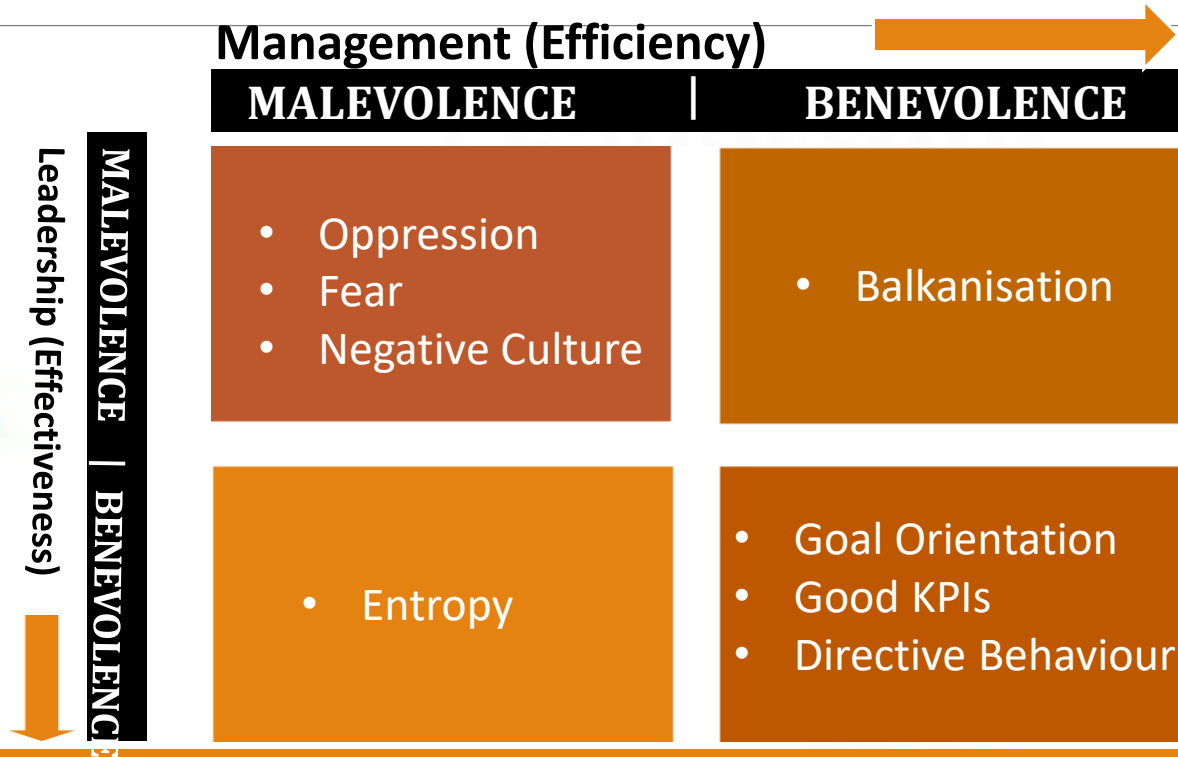


Overlaps in Leadership and Management

"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

Stephen R. Covey (1989)

Overlaps in Leadership and Management Continuation



Case Studies on Leadership and Management

Management (y-axis)

Tesla Leadership (2003 - now)



- Benevolence
- More Efficient



Apple Mgmt. (2012 - now)

- Malevolence
- Less effective



- Benevolence
- Effective

Leadership (x axis)



Nokia Leadership (2011 - 2014)



Yahoo! Mgmt. (2001 - 2007)

- Malevolence
- Less efficient



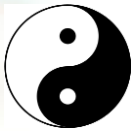
Summary & Conclusion



Vision: Leadership often sees to setting the long-term vision while the management sees to actualizing the set, and often, short-term business goals by focusing on procedures.



Definite Line: There is no definite line that can be drawn between leadership and management. As said earlier, they are really complementary.



Yin-Yang: Leadership and Management are both needed, important and complementary (Kotterman, 2006). In businesses where both efficiency and effectiveness is needed, **none of leadership or management is less important.**

If either leadership or management is weak . . .

. . . it's like trying to ride a bicycle with a missing pedal



**Thank you for listening
(Any Question?)**





References (Continuation)

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